

**RESOURCE CITIES:
AN INITIATIVE FOR MAKING CITIES WORK
Quarterly Performance Report
First Quarter 2000**

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By

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USAID Cooperative Agreement No. LAG-A-00-99-0020-00

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Narrative

1. Background

In May 1997, ICMA and USAID inaugurated the Resource Cities Program (RCP) – a program that builds technical support relationship between U/S/ cities and cities in developing and transitional countries. The goal of the RCP is:

“To improve the quality of local government and strengthen democracy through international municipal partnerships.”

The RCP is a vehicle that supports long-term, sustainable relationships between U.S. local leaders and their counterparts in cities worldwide. The purpose of the program is to bring together the best management practitioners in the United States with officials in other cities to share resources and technical expertise in a way that ultimately improves the lives of urban residents. Results from over two years of experience and more than twenty-five partnerships demonstrate that this is an effective way to provide technical support to the growing global urban community. Because local officials in all countries share common problems – albeit with varying degrees of severity – city officials in developing countries can draw on the resources of their U.S. counterparts to find more ways to achieve their full economic potential while also protecting and improving their environmental conditions.

This program is a key component of USAID’s Office of Urban Programs (G/ENV/UP) Making Cities Work (MCW) Strategy. It offers a viable, effective mechanism by which to address the key components and challenges set out in the Strategy. To this end, USAID has entered into a cooperative agreement with ICMA to develop 20 new Resource Cities Partnerships over the next two years. Beginning in September 1999 with an estimated completion date of September 2001, this cooperative agreement provides USAID Missions and Technical Offices a simple, flexible mechanism by which to develop partnerships in the regions they represent.

2. Expected Results

While the overall objective of the Resource Cities Partnership is improving local government and strengthening democracy, the individual partnership results will vary, depending on the focus of the relationship. At the start of each partnership, a workplan is developed and benchmarks are established to measure the progress and effectiveness of the exchange. These workplans outline the technical areas that the partner cities will focus on during the course of their exchange. Workplans can be quite specific, targeting a handful of smaller projects or one large project designed to improve the management and democratic processes of the cities, counties, or associations partnered together. It is anticipated that most of the outcomes of the

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partnerships will fall under the G/ENV/UP Strategic Support Objective (SSO) of “Improved Management of Urbanization in Targeted Areas”. Intermediate Results under this SSO are:

- **Intermediate Result 2.1:** Expanded and More Equitable Delivery of Urban Services and Shelter
- **Intermediate Result 2.2:** More Effective, Responsive, and Accountable Local Governments
- **Intermediate Results 2.3:** Reduced Pollution and Improved Environment in Urban Areas

3. Current Activities

See: • The attached **Assessment Chart of Current Activities**.

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4. Current Buy-Ins

According to the Office of Urban Programs (G/ENV/UP), the following has been obligating to date (funding source in parentheses).

Funding Source	Partnership/purpose	Total Budgeted Amount	Total Obligated Amount	Date Obligated	Fully funded	Balance	Expenditures to date	Unexpended
US-AEP	Rayong, Thailand	\$ 210,000	\$ 160,000	09/10/1999	no	\$ 50,000	\$ 2,054	\$ 157,946
Kazakhstan	Kazakhstan (2)	\$ 350,000	\$ 350,000	09/10/1999	yes	\$ -	\$ 22,195	\$ 327,805
Kyrgyzstan	Kyrgyzstan (1)	\$ 200,000	\$ 200,000	09/10/1999	yes	\$ -	\$ 69,576	\$ 130,424
G/ENV/UP	Admin/symposia	\$ 451,522	\$ 141,686	09/10/1999	no	\$ 309,836	\$ 18,482	\$ 123,204
RUDO/Pretoria	Ghana	\$ 153,992	\$ 153,992	09/10/1999	yes	\$ -		\$ 153,992
US-AEP	Vietnam (Haiphong + 1)	\$ 180,000	\$ 75,000	expected 6/2000	no	\$ 105,000		\$ 75,000
RUDO/Jakarta	Vietnam (Haiphong + 1)	\$ 180,000	\$ 180,000	expected 6/2000	no	\$ -		\$ 180,000
Mongolia	Ulaanbaatar, Mongolia	\$ 204,250	\$ 204,250	expected 6/2000	yes	\$ -	\$ 4,488	\$ 199,762
Urban GCC Team	Philippines	\$ 180,000	\$ 90,000	expected 6/2000	no	\$ 90,000	\$ 2,624	\$ 87,376
G/ENV/UP	Admin/symposia		\$ 200,000	expected 6/2000	no	\$ (200,000)		\$ 200,000
Serbia	Serbia (3)	\$ 749,775	\$ 749,775	expected 6/2000	yes	\$ -	\$ 6,161	\$ 743,614
TOTAL		\$ 2,859,539	\$ 2,504,703			\$354,836	\$125,580	\$2,379,123

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5. Current Subgrant and Contract Activities

No sub-grants or contracts have been issued to-date.

6. Performance

See the attached **Assessment Chart of Current Activities**.

7. Expected Impact of Partnerships

This section identifies the goals and proposed impacts of the Resource Cities Partnerships, as identified in the workplans developed by the partner cities.

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Naryn, Kyrgyzstan – Great Falls, MT:

Solid Waste Management

Goal:

Develop a comprehensive solid waste management plan for the City of Naryn, which addresses separation and reuse, collection, disposal, equipment needs and financing.

Projected Impacts:

- City council approved waste management plan
- Improved collection and disposal system
- Reduced volume in the solid waste stream
- More efficient reuse of organic wastes
- Strategy for long-term equipment acquisition and maintenance

II. Water/Wastewater Management

Goal:

Develop a comprehensive water and wastewater management plan for the City of Naryn.

Projected Impacts:

- City Council approved Water and Wastewater Management Plan
- Comprehensive proposals for international grant funding
- Long and short term mechanisms for financing the City's water and waste water systems
- Decreased contaminants in effluent discharge into the Naryn River
- Increased quality and quantity of water supply
- Increased service delivery to the citizens of Naryn

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Administrative Data

See: • The attached **ANNEX 1**: Financial Administrative Data

See: • The attached **ANNEX 2**: Deliverables Submitted

See: • The attached **ANNEX 3**: Quarterly Travel Report

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Partnership	Funder	Activities During the Quarter	Proposed Activities for Next Quarter	Outstanding Issues/Highlights
Naryn/Great Falls <i>Focus: Financial and Infrastructure Management</i> Partnership Manager: David Wodynski	USAID/CAR, G/ENV/UP	The Naryn delegation visited Great Falls from January 13-23, 2000. The focus of their visit was to acquaint themselves with Great Falls' management practices in infrastructure management, financial management, as well as other macro management issues. As a result, an Action Plan for the partnership was developed and signed. Preparations began in earnest, with research to gather baseline data on the City of Naryn's water/wastewater and solid waste management systems.	A team of municipal experts will travel to Naryn from April 7 - 21, 2000. The team will consist of Great Falls' Controller, Director of Public Works, Manager of Streets and Sanitation, and Wastewater Treatment Specialist. The team will work with their counterparts to assess the current capacity of the water/wastewater and solid waste management systems, and look for short-term local technologies to increase the capacity of these systems. The long-term goal of the collaboration is to develop management plans for each of these systems.	It is anticipated that USAID's Local Government initiative Program in Kyrgyzstan, the primary vehicle for providing technical assistance and support to local governments in Kyrgyzstan, will be used to further buttress the activities undertaken through the Resource Cities Program.

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Kazakhstan I Partnership Manager: David Wodynski	USAID/CAR, G/ENV/UP	William Pupo will conduct a diagnostic. A US Partner City will be identified for Atyrau or Almaty.	It is USAID/CARs decision that a partnership between the City of Almaty and the City of Tucson would be the most appropriate match for the first Kazakhstan Resource Cities partnership. Tucson and Almaty are long time Sister Cities and have a positive collaborative history. ICMA will explore the political and technical feasibility of this partnership becoming an effective Resource Cities Partnership. ICMA expects Resource Cities exchanges to begin during this Quarter.	City Council approval is required before any potential partners are formally accepted into the RCP.
Kazakhstan II Partnership Manager: David Wodynski	USAID/CAR, G/ENV/UP	William Pupo will conduct a diagnostic. A US Partner City will be identified for Pavlodar.	A partner for Pavlodar will be found during this Quarter, and delegation exchanges begun in earnest. A likely partner for Pavlodar is Lubbock, TX, based upon the technical characteristics and management priorities outlined in Mr. Pupo's diagnostic report.	City Council approval is required before any potential partners are formally accepted into the RCP.

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Rayong, Thailand <i>(Cleaner Production)</i> Partnership Manager: Amanda Lonsdale	US-AEP	MOUs between ICMA, US-AEP, and G/ENV/UP were signed. Bakersfield, CA has been identified as a potential partner city. ICMA is waiting to hear confirmation from the City Manager.	ICMA will finalize the partner city agreement. ICMA will work with the Thai League of Cities (through the Thai Environmental Institute) to arrange the first exchange visit for the partnership. This exchange will most likely take place in May/June.	
Cebu, Philippines <i>(Global Climate Change and Cleaner Production)</i> Partnership Manager: Amanda Lonsdale	US-AEP, G/ENV/UP, USAID Office of the Environment	MOUs between ICMA, US-AEP, G/ENV/UP, and the Office of the Environment were signed. ICMA is working with ICLEI to recruit a US partner city.	ICMA will complete the sub-contract with ICLEI for technical and recruiting support for the partnership. ICMA will contact the League of Municipalities of the Philippines to help with logistics of the partnership. The first exchange should take place in June.	
Ulaanbaatar, Mongolia <i>(focus TBD)</i> Partnership Manager: Amanda Lonsdale	USAID/Mongolia, G/ENV/UP	An MOU between ICMA, USAID/Mongolia, and G/ENV/UP was signed. ICMA recruited a consultant to complete the diagnostic.	Frank Henderson will travel to Ulaanbaatar to perform the diagnostic for the city. He will identify key requirements for the potential US city and will interview NGOs to be potential implementing partners for ICMA.	

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Serbia – Bulgaria – US (<i>focus TBD</i>) Partnership Manager: Michael Shea	USAID/Serbia, G/ENV/UP	An MOU between ICMA, USAID/Serbia, and G/ENV/UP was signed. Partner institutions in country were identified.	Diagnostics will be conducted either in country or through interviews with Serbian municipal officials in a third country location. The Foundation for Local Government Reform (FLGR) – Bulgaria will lead the diagnostic and training.	Two cities, Nis and Novi Sad have backed out of the partnership. USAID/Serbia has recruited two new cities to be a part of the program, but their level of commitment is unclear at this time. A meeting is being convened in May to formalize relations with the Serbian and Eastern European cities. Due to the political nature of this program as well as the real security concerns for the Eastern European and Serbian officials, delays may occur.

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Serbia – Romania – US (<i>focus TBD</i>) Partnership Manager: Corinne Rothblum	USAID/Serbia, G/ENV/UP	An MOU between ICMA, USAID/Serbia, and G/ENV/UP was signed. Partner institutions in country were identified.	Diagnostics will be conducted either in country or through interviews with Serbian municipal officials in a third country location. The Foundation for Local Government Reform (FLGR) – Bulgaria will lead the diagnostic and training.	Two cities, Nis and Novi Sad have backed out of the partnership. USAID/Serbia has recruited two new cities to be a part of the program, but their level of commitment is unclear at this time. A meeting is being convened in May to formalize relations with the Serbian and Eastern European cities. Due to the political nature of this program as well as the real security concerns for the Eastern European and Serbian officials, delays may occur.

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Serbia – Hungary – US (<i>focus TBD</i>) Partnership Manager: Corinne Rothblum	USAID/Serbia, G/ENV/UP	An MOU between ICMA, USAID/Serbia, and G/ENV/UP was signed. Partner institutions in country were identified.	Diagnostics will be conducted either in country or through interviews with Serbian municipal officials in a third country location. The Foundation for Local Government Reform (FLGR) – Bulgaria will lead the diagnostic and training.	Two cities, Nis and Novi Sad have backed out of the partnership. USAID/Serbia has recruited two new cities to be a part of the program, but their level of commitment is unclear at this time. A meeting is being convened in May to formalize relations with the Serbian and Eastern European cities. Due to the political nature of this program as well as the real security concerns for the Eastern European and Serbian officials, delays may occur.
Haiphong – Seattle <i>(focus: Strategic Planning – tentative)</i> Partnership Manager: Jon Bormet	US-AEP	Meetings between ICMA, US-AEP, Seattle, and the World Bank have been held to determine the role of all parties involved. Based on these meetings, the Resource Cities Program will be an independent program, not directly tied to the larger World Bank project. This will allow the IRCP to proceed with minimal delay.	Jon Bormet and Amanda Lonsdale will travel to Seattle to meet with officials from the city to ensure there is support for the program, as well as to ensure there is clarity as to the roles of everyone involved. An MOU between ICMA, US-AEP, and G/ENV/UP will be signed.	There has been little, if any, contact with Haiphong up to this point. US-AEP needs to contact its office in Vietnam to establish a government to government contact.

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Resource Cities Management	All partnership funders	Interviews were conducted with three candidates for the Resource Cities Director position. After careful consideration, Jon Bormet, a former City Manager and ICMA consultant was chosen. Mr. Bormet will start with ICMA in April.	Jon Bormet will start as Resource Cities Director. Lonsdale and Bormet will work on new recruiting procedures and marketing strategies. Bormet and Lonsdale will begin to plan the Resource Cities activities for the ICMA Annual Conference.	New Resource Cities Programs are probable in Vietnam, Indonesia, and Jordan. ICMA will work with G/ENV/UP to follow up with the appropriate Missions and organizations to determine their level of interest.

ANNEX 1: FINANCIAL AND ADMINISTRATIVE DATA

ANNEX 2: DELIVERABLES SUBMITTED

DELIVERABLE SUBMITTED TO DATE

Partnership	Deliverable	Date Submitted
Great Falls/Naryn	MOU between ICMA, USAID/CAR, and G/ENV/UP	2/10/2000
	Program Statement	2/10/2000
	Program Budget	2/10/2000
	MOU between Great Falls and Naryn (English and Kyrgyz)	2/10/2000
	Trip Report for November and January exchange visits	5/11/2000
	Action Plan	5/11/2000
Kazakhstan TBD	MOU between ICMA, USAID/CAR, and G/ENV/UP	2/10/2000
	Program Statement	2/10/2000
	Program Budget	2/10/2000
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Rayong/TBD	MOU between ICMA, US-AEP, and G/ENV/UP	5/11/2000
Cebu/TBD	MOU between ICMA, US-AEP, USAID Office of the Environment, and G/ENV/UP	5/11/2000
Ulaanbaatar/TBD	MOU between ICMA, USAID/Mongolia, and G/ENV/UP	5/11/2000
	Diagnostic report for Ulaanbaatar	5/11/2000
Serbia/TBD	MOU between ICMA, USAID/Serbia, and G/ENV/UP	5/11/2000

ANNEX 3: QUARTERLY TRAVEL REPORT

Resource Cities International Travel

Partnership	Number of Trips
Naryn – Great Falls	17
Pavlodar – TBD	
Almaty – Tuscon	
Rayong – Bakersfield	
Cebu – TBD	
Ulaanbaatar – TBD	
Serbia – Hungary – TBD	
Serbia – Bulgaria – TBD	
Serbia – Romania - TBD	
Haiphong – Seattle	
Resource Cities Management	
Total Trips	17